

ក្រុមបាស់អង្គរ  
Angkor Dance Troupe, Inc.

September 27, 1999

To: All Board Members

From: Ruth Page

RE: Board Meeting, Saturday, Oct 16, 1999, 2:00 P.M.

The next meeting of the Board of Directors is scheduled for **Saturday, OCTOBER 16, at 2:00 P.M.** at the Center for Family Work & Community, UMass Lowell, in the Wannalancit Mills. (If the front entrance is locked, please enter via guard shack.)

Please make every effort to attend. Please call Ruth if you cannot attend. (978) 441-1750. Otherwise we will plan on seeing you!

The most important agenda item is our long-term planning.

George Chigas was hired in November 1998 to help the Troupe with long-term planning and developing a strategy for funding. His analysis is enclosed. **We need your input on this report and your advice on where to go from here.** If you are unable to attend, please speak to Ruth or Tim about your thoughts and recommendations, or, jot down your ideas and fax or email them to us. Fax: (978) 251-8039 Email: pageone@mediaone.net.

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Angkor Dance Troupe, Inc.

AGENDA - Meeting of the Board of Directors  
October 16, 1999

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**I. CALL TO ORDER** - Chhan Touch

**II. MINUTES OF PREVIOUS MEETING**

Minutes of March 1999 meeting for acceptance.

**III. FINANCIAL REPORT (S)**

Review of 1999 YTD financial reports - Tim Chan Thou

1999 Grants & Contracts Remaining Receivables: \$17,600 from MCC (10/99); \$10,000 NEA (10/99); \$3,840 MCC OS (11/99), Purchase Orders: \$3,300 Lowell Police; \$7,015 DPD (ongoing)

MOTION: To accept the financial reports as presented.

**IV. NEW BUSINESS**

YouthDance Performance/Celebration Event , 11/27/99 – Sopheap Sou

Smith Baker Center, 7:00 P.M.

Please plan to attend if possible!\*\*\*

"Coming Up Taller" Awards Ceremony, Washington DC, Oct 25-27 – Ruth Page Troupe one of 10 from across the country to be recognized for prestigious honor and \$10,000 award. Ruth & 5 members to travel to DC.

Team Building Ropes Course – Saturday, Oct. 23.

Everyone on the board is urged to participate. \*\*\*Please RSVP to Ruth 441-1750 by Monday, Oct 18. Program takes place at UMass Lowell West Campus, Princeton Blvd. , 9:30 A.M. – 1:30 P.M

**V. OLD BUSINESS**

LT Planning Project \*\*\*\*

Review of Final Report from George Chigas, update on institutional partnerships, space options. Board guidance on future direction. Develop response to Parker Foundation.

**VI. DATE OF NEXT MEETING**

**VII. ADJOURNMENT**

**FINAL REPORT**

**TOWARDS PROFESSIONALISM: A PLAN OF ACTION  
FOR  
THE ANGKOR DANCE TROUPE, INC.**

Submitted by George Chigas

April 1999

# OUTLINE

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## **INTRODUCTION**

"Towards Professionalism: A Plan of Action for The Angkor Dance Troupe, Inc." is intended as a tool to assist the Troupe in its effort to achieve its stated goals. While this report suggests specific steps to be taken for reaching these goals, the plan is intended more as a framework for action than a recipe to be followed step by step. Revision and adaptation to evolving circumstances and events will be necessary for this plan to be successful. At the same time, the plan has been conceived with the Troupe's current situation in mind. As is, its usefulness has a limited shelf life. Its value depends on the extent to which it is acted upon in the coming months.

The ideas and procedures described in this plan are based on numerous meetings and conversations with Troupe personnel and relevant organizations over the last four months. A list of most of these meetings and summaries of the topics discussed are arranged by date in the appendix of the report for reference. By and large, however, the recommendations presented in this plan reflect my own personnel viewpoints based on my knowledge of the Troupe over the last thirteen years.

In general, this report maps out a plan of action for the Angkor Dance Troupe to become a professional dance company whose income will be generated by performances, educational programming, at-risk youth activities. While this is not very different from what the Troupe does now, the plan does recommend some fundamental changes to the way the Troupe currently operates. Specifically, it is recommended that over a period of three years the Troupe revise its organizational structure into two distinct yet interactive parts: The Angkor Dance Troupe and The Angkor Dance School. The centerpiece of the organization's annual funding would be an event called Cambodia Week which would involve the creation of new choreography as well as educational and at-risk youth programming in collaboration with other Lowell organizations.

The goals and activities presented in this report are ambitious. They involve a substantial expansion of the Troupe's current structure and operations. They involve risk. Achieving these goals will require a sustained and intensive effort by the staff and Board over a period of three to five years.

## I. BACKGROUND

### A. Long and Short-term Goals

At a series of meetings with Ruth, Tim, Chhan and Pousitha, the following long and short-term goals were defined for the Troupe:<sup>1</sup>

#### Long Term

1. To work towards a professional level of dance
2. To expand programming with the Lowell Public Schools
3. To acquire permanent space

#### Short Term

1. To buy a van to facilitate transportation to/ from rehearsals & performances
2. To develop a viable Year 2000 funding strategy

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<sup>1</sup> See Appendix: A.11.-A.12.

## A.1. Explanation of Goals & Recommendations

### Long Term

#### Goal 1: To work towards a professional level of dance.

- The Angkor Dance Troupe currently performs at three levels of dance:<sup>2</sup>
  - Level 1: professional, e.g., The Lowell Folk Festival, First Night Boston
  - Level 2: university & special events, e.g., Yale University, First Night Lowell
  - Level 3: public school & community, e.g. Arlington Winter Fest, Cambodian New Year
- Currently, The Troupe's level of dance is as high as it has ever been. The Troupe is able to perform at Levels 2 & 3 without outside help.
- To perform at Level 1, however, the Troupe typically needs to hire musicians and more expert dancers who are not regular members of the Troupe.
- The Troupe's primary goal is to be able to perform at Level 1 without outside help.

#### Recommendations:

1. Recruit and maintain a core group of 6-8 paid dancers/ administrators
  - Currently, the Troupe's dancers are generally adolescents and children of varied abilities who for the most part dance for recreational and social reasons. They tend to come and go requiring the Troupe to be constantly retraining new dancers.
  - Revise the Troupe's organizational structure into two distinct yet interactive parts: The Angkor Dance Troupe and The Angkor Dance School.
  - In "II. Proposed Action Plan, A. The Angkor Dance Troupe" an action plan for achieving this goal is described.
2. Develop a music ensemble
  - Currently, the Troupe uses taped music of uneven quality.
  - Most professional venues, e.g., The Lowell Folk Festival, require live music.
  - See Parker grant proposal for the 5-year project description for achieving this goal.<sup>3</sup>

<sup>2</sup> See Appendix: A.11.

<sup>3</sup> See Appendix: A.33.-A.36.

### Goal 2. To develop programming with the Lowell Public Schools

- For the last two years, the Troupe has conducted in-school programs at the Butler School with minimal financial gain.
- The Troupe would like to expand this programming to become financially profitable.

#### Recommendation:

1. Produce an annual event called “Cambodia Week” which would involve educational and at-risk youth programming in collaboration with the Lowell Schools and other organizations.
  - Multicultural education initiatives and at-risk youth programs are seen as a ready source of grant funding.
  - “Cambodia Week” could generate up to 50% of the Troupe’s annual revenues.
  - See “II. Proposed Action Plan, C. “Cambodia Week” for programming strategy and objectives.

### Goal 3. Acquire permanent space

- Currently, the Troupe rehearses at an inadequate space rented from the CMAA for \$200 per month.
- Suitable, permanent space is seen as necessary for achieving the Troupe’s goals.

#### Recommendation:

1. Lease permanent space at the CMAA for rehearsals, teaching & administration.
  - See “I. Background, B. Permanent Space” for description and recommendations regarding permanent space.

### Short Term

#### Goal 1. To buy a van to facilitate transportation to/ from rehearsals & performances

- Currently, Tim personally picks up students at their homes using his own vehicle.
- For performances, the Troupe will often rent a van or rely on the generous help of Big Brother Big Sister which has a van.
- The Troupe's own van is seen as necessary for providing secure, cost-effective transportation to performances.

#### Recommendation:

1. Conduct a capital campaign to raise funds to purchase a van.
  - Ruth is currently developing this initiative.

#### Goal 2. To develop a viable Year 2000 funding strategy

- Currently, annual funding is unstable.
- The staff is underpaid and funding is uncertain.

#### Recommendation:

1. Acquire annual operating revenues from two primary sources:
  - \* performances
  - \* "Cambodia Week"
  - After a three to five year period, these activities could generate an annual income of at least \$250,000.
  - See "II. Proposed Action Plan" and "III. 3-Year Time line, C. Budget"

## **B. Permanent Space**

Central to the pursuit of these goals is a suitable, permanent space. Space provides more than an essential location for rehearsals and Troupe administration. "Having a sign over the door," as Ruth described, is also vital for establishing the identity of the Angkor Dance Troupe as a stable organization in the eyes of the community, potential institutional partners and funding sources, as well as a sense of belonging for its members.

Four Lowell institutions have been identified as possible sources of desirable space:

1. The Lowell National Historical Park
2. The proposed Fine Arts Center at Middlesex Community College
3. The University of Massachusetts at Lowell (UML)
4. The Cambodian Mutual Assistance Association of Greater Lowell (CMAA)

### B.1. Possible Sources of Space

#### 1. The Lowell National Historical Park

The Lowell National Historical Park provided the first rehearsal space for the Angkor Dance Troupe in the late 1980s at what is currently The Sports Museum on Shattuck Street.

The Lowell National Historical Park also provides space for the New England Folklife Center at the Boott Mill. At a meeting with Laurie Kalb, Executive Director of the Center, the possibility of the Troupe's use of space at the Center was discussed.<sup>4</sup>

##### Results of Inquiry:

- Space is not available at the New England Folklife Center.
- Additional inquiries with the Lowell National Park should be pursued.

#### 2. The proposed Fine Arts Center at Middlesex Community College

Middlesex Community College is currently in the planning and design stages of a new fine arts facility.

##### Results of Inquiry:

- Ruth is currently investigating this possibility with Nikki Tsongas who is part of the planning committee.

#### 3. The University of Massachusetts at Lowell

The University has recently restructured its humanities division and created the College of Fine Arts, Humanities and Social Science under the direction of Dean Nancy Kleniewski.

##### Results of Inquiry:

- A query letter was sent to Dean Kleniewski to investigate this possibility.<sup>5</sup>
- This possibility should be pursued further.

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<sup>4</sup> See Appendix: A.17.

<sup>5</sup> See Appendix: A.29.

#### 4. The Cambodian Mutual Assistance Association of Greater Lowell

Last year, the CMAA acquired the old Courier Company building on Jackson Street. It is a very long, three story mill building currently under renovation. The Executive Director of the CMAA, Samkhann Khoeun, envisions the Jackson Street facility as being a major center of Cambodian activities. In addition to housing the CMAA, possible uses of the space include: a day care center, a library and restaurant on the first floor; professional office space and a skills training center on the second floor; a conference center, a Buddhist meditation center, and a Cambodian cultural center on the third floor. The Troupe currently rehearses on the second floor at a cost of \$200/ month.

##### Results of Inquiry:

- I have met a number of times with Joe Sexton, the CMAA's newly hired grants manager, to pursue this possibility.<sup>6</sup>
- There is a 3000 sq. ft. space on the third floor.
- The cost would be \$3 /sq. ft. or \$750/ month including utilities.
- Other costs would include: insurance, maintenance, phone, etc.
- The main unresolved issues is access to the space.
- The CMAA board is currently developing an access policy.
- The future of the facility may come under a new entity other than the CMAA yet to be defined. This new entity, along the lines of a Board of Trustees, would effectively be the landlord.

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<sup>6</sup> See Appendix: A.22.

## B.2. Recommendation

In my estimation, the space at the facility on Jackson Street is the most realistic possibility at this time. It offers a number of advantages as well as challenges.

### Advantages:

#### 1. Identity.

To the extent that location designates identity, being located at the Jackson Street facility would move the Troupe more in a Cambodian-American direction. Conversely, being located at the other institutions would probably move the Troupe more in an American-Cambodian direction. The distinction is important I think.

#### 2. Access to other Cambodian organizations.

Networking with other Cambodian organizations located at the facility, e.g., the Khmer Cultural Institute, the Cambodian television station, the CMAA, the Meditation Center, etc., could lead to future collaborations.

#### 3. Value. The space is a good value at the price.

### Challenges:

#### 1. Condition of space.

While the third floor space is in fairly good shape, it will need electrical work, window shades, door locks and general improvements, e.g., flooring.

#### 2. Unsettled state of the facility.

As a new facility, it is very much in the formative stages. There is a lack of clear building policy, e.g., access, and mechanisms for resolving questions and issues are slow moving.

#### 3. Pursuing this space will require persistence and patience. I believe, however, that the disadvantages are outweighed by the advantages. It could take 6 months to a year before a final lease were signed and the space could be occupied by the Troupe. Since it may take this long for the Troupe to get funding for the space, this could be seen as an advantage. If the Troupe decides to pursue the space at Jackson Street, the important thing will be to maintain communication with the CMAA through Joe Sexton during this period in order to move the process forward and ensure that the space is not taken by another organization.

### **C. INSTITUTIONAL PARTNERSHIPS**

A possible strategy for achieving organizational stability would be to develop a partnership with an existing institution.

The purpose of a partnership would be to provide the Troupe with:

1. Permanent space at little or no cost
2. Annual salary for the Troupe's Executive Director

Six possible institutions were identified as possible partners:

1. The New England Folklife Center (NEFC)
2. Middlesex Community College Fine Arts Center
3. UMass College of Fine Arts, Social Science & Humanities
4. Khmer Cultural Institute (KCI)
5. Cambodian Mutual Assistance Association (CMAA)
6. Cambodian -American League of Lowell (CALL)

### C.1. Possible Institutional Partnerships

#### 1. The New England Folklife Center

Results of initial inquiry:

- NEFC does not have the resources to provide space or fund an administrative position.<sup>7</sup>
- NEFC is willing to work with the Troupe on collaborative projects, e.g., documentation

#### 2. Middlesex Community College Fine Arts Center

Results of initial inquiry:

- Not yet determined. Ruth is pursuing this possibility through Nikki Tsongas.

#### 3. UMass College of Fine Arts, Social Science & Humanities

Results of initial inquiry:

- A query letter was sent to Dean Kleniewski.<sup>8</sup>

#### 4. Khmer Cultural Institute

Results of initial inquiry:

- KCI has no resources to provide space or fund an administrative position.
- KCI is interested in collaborating with the Troupe on music projects.<sup>9</sup>

#### 5. Cambodian Mutual Assistance Association

Results of initial inquiry:

- CMAA has no resources to provide free space or fund an administrative position.
- CMAA is very interested in renting space to the Troupe. (See "B. Permanent Space.")

#### 6. Cambodian -American League of Lowell (CALL)

Results of initial inquiry:

- Because of unsatisfactory past experiences with CALL, it was decided that this possibility not be pursued further.

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<sup>7</sup> See Appendix: A.17.

<sup>8</sup> See Appendix: A.29.

<sup>9</sup> See Appendix: A.18.

**C.2. Recommendations:**

There do not appear to be any immediate prospects for meeting the Troupe's needs for space or financial support through institutional partnerships. Perhaps this will change as the Troupe develops and is seen as having more to offer in return. In the meantime, the following is recommended:

1. Continue to pursue possibilities with Middlesex Community College Fine Arts Center
2. Continue to pursue possibilities with UMass Lowell College of Fine Arts, Humanities and Social Sciences.
3. Continue to pursue collaborations with Khmer Cultural Institute to produce high quality recorded music.
4. Continue to pursue documentation projects in collaboration with NEFC.

## II. Proposed Action Plan

This report proposes the following strategy for achieving the Troupe's goals.

1. Revise the Troupe's organizational structure into two distinct yet interactive parts:

The Angkor Dance Troupe and

The Angkor Dance School

Informally, this is the organization's current structure. This structure, however, has been modeled after the University of Fine Arts in Cambodia and the conditions there. What is proposed here is to adapt this structure to the economic conditions in the United States.

2. Produce an event called Cambodia Week to take place in April in conjunction with Cambodian New Year and which would involve educational and at-risk youth programming in cooperation with other organizations particularly, the Lowell Public Schools, the Cambodian Mutual Assistance Association, Middlesex Community College and the University of Massachusetts.

This event, along with performance income, would be the centerpiece of the organization's annual funding.

A three-year time period should be allotted to execute this plan.

## A. The Angkor Dance Troupe

In order to become a professional dance company, the following changes are suggested:

1. Develop a core of 6-8 full- or half-time paid dancers/ musicians who also fill administrative positions.
2. Revise the Troupe's repertoire to accommodate this number of dancers and to include new choreography in addition to traditional dances.
3. Conduct company rehearsals separately from dance school instruction.

### Background:

- Martin Cohen, Executive Director of Dance USA, gave the example of Armand Folk Ensemble of Los Angeles as a model for this kind of organizational development.<sup>10</sup>
- Doug Dinatali at New England Foundation for the Arts (NEFA) noted that "new directions" in dance rather than "preservation" is attractive to funders.<sup>11</sup>
- Sam Miller, Executive Director at NEFA, gave the example of the Liz Borman Dance Troupe of Washington, D.C. as dance troupe with a similar model.<sup>12</sup>
- The question, according to Sam Miller, is if this model is aesthetically acceptable to the Troupe's dancers and Artistic Director.

### Advantages:

- Grant funding for innovative dance choreography is available.<sup>13</sup>
- Potential earnings of performances would be \$75,000 (30 perform. @ \$2,500/ each).
- A paid staff of 6-8 adult dancers/ administrators is fiscally possible.
- This would reduce the Troupe's reliance on adolescent dancers who come and go.
- Dancers from the dance school could be used when additional dancers are needed.

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<sup>10</sup> See Appendix: A.32.

<sup>11</sup> See Appendix: A.26.

<sup>12</sup> See Appendix: A.30.

<sup>13</sup> See Appendix: A.32., A.26. & A.30.

## B. The Angkor Dance School

The following changes are suggested:

1. Provide dance instruction to paying students (scholarships available).
2. Provide dance instruction in different genres: folk, classical, new choreography
2. Students would provide their own transportation.

### Background:

- While this format is typical of American dance schools, it is quite different from what the Troupe has done in the past.
- Like all changes suggested here, it would have to be "phased in" over the course of a few years.

### Advantages:

- This would eliminate the need to provide transportation to students.
- This would promote greater dedication since students (or parents) would be paying for the service.
- Advanced students could be recruited into the Troupe as positions arise.

## Cambodia Week

"Cambodia Week" is envisioned as an annual event whose featured activities would take place during the week prior to Cambodian New Year in April. Preparation for these activities, however, would be conducted throughout the year in cooperation with other Lowell organizations, particularly the Lowell Public Schools, the CMAA, the University of Massachusetts and Middlesex Community College. Again, the Troupe is already doing many of these activities. By producing Cambodia Week, the Troupe would institutionalize them and make the concept more appealing to funding sources. The first Cambodia Week would take place in 2001.

The following would be among the featured activities:

1. A free performance open to the public during Cambodian New Year which premiers a newly choreographed dance
2. In-school performances and student presentations at participating schools
3. Film showings and discussion
4. Costume demonstrations
5. Master classes and demonstrations

The following would be year-long activities:

1. Social studies curriculum & materials development in cooperation with Lowell Schools<sup>14</sup>
2. In- & after-school dance instruction for participating classes and at-risk youth

### Background:

- The Troupe could work in collaboration with the CMAA, which currently has an at-risk youth arts program, as well as with UML & Middelsex Community College.

### Funding:

#### Cambodia Week (April 2001)

- New Choreography	: \$8,000 (NEFA & Massachusetts Cultural Council)
- Educational grants	: \$25,000 (Lila Wallace)
- At-risk youth grants	: \$25,000 (Parker)
	: \$22,000 (Massachusetts Cultural Council)
	_____ \$80,000

#### Cambodia Week (April 2002)

- New Choreography	: \$12,000 (NEFA & Massachusetts Cultural Council)
- Educational grants	: \$35,000 (Lila Wallace)
- At-risk youth grants	: \$35,000 (Parker)
	: \$22,000 (Massachusetts Cultural Council)
	_____ \$104,000

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<sup>14</sup> See Appendix: A.20.

### **3-YEAR TIMELINE**

#### **A. Organizational**

##### **1. Space**

- 1999: Pursue Jackson Street space with CMAA staff & Board
- September 1999: Seek \$30,000 from Parker to cover first 3 years of lease
- January 2000: Occupy space

##### **2. Executive Director**

- 1999: Form an interim committee of Board members to make executive decisions
- September 1999: Seek \$36,000 (includes \$8,000 in benefits) for full-time salary from:
  - \* Cambodia Week 2001
  - \* Performance income
- 1999: Recruit an Executive Director to begin in 2000;
  - \* the ideal candidate would also be a dancer, e.g., Phan Phuong, Thavro Phim, etc.

##### **3. Artistic Director**

- 1999: Seek \$17,000 for half-time salary for Phousita to begin in 2000 from:
  - \* Cambodia Week 2001
  - \* Performance income
- 2000: Pursue teaching at MCC during 2000-2001 academic year to supplement her salary

##### **4. Dance Instructors**

- September 1999 & 2000: Seek \$30,000 for two half-time musicians/ dancers/ instructors
  - \* Cambodia Week 2001
  - \* Performance income
- 1999: Recruit dance/ music instructors to begin in 2000

##### **5. Dance Masters**

- September 1999 & 2000: Seek \$15,000 for 3-month residencies for masters
  - \* Cambodia Week 2001
  - \* Performance income
- 1999: Identify masters & organize residencies

## B. Programming

### 1. Dance Company

- 1999, 2000 & 2001: produce new choreography for Cambodia Week 2001 & 2002
- 2000: Begin to rechoreograph traditional dances for fewer dancers
- 2000 & 2001: Give 30 performances @ \$2,500 per performance= \$75,000/ yr

### 2. Dance School

- May 2000: begin offering classes
- Instruction conducted by Executive Director, Artistic Director & Dance/ Music instructors

### 3. Cambodia Week

- 2000 & 2001: Conduct in-school educational & at-risk youth programs
- Executive Director & Artistic Director & Dance/ Music instructors would conduct program

### C.1. Year 2000

#### Expenses:

- Exec. Director/ dancer	:	\$36,000 <sup>15</sup>	(\$28,000 + \$8,000 benefits)
- Artistic Director/ dancer	:	\$17,000	(Pousitha, half-time)
- Troupe Coordinator/ dancer	:	\$15,000	(Tim, half-time)
- Dance/ Music Instructor	:	\$15,000	(e.g., Soy Soeur, half-time)
- Dance/ Music instructor	:	\$15,000	(half-time)
- Master residencies	:	\$15,000	(3 masters @ \$5,000/ 3 months)
			<u>\$113,000</u>

- Space	:	\$10,000	
- Transportation	:	\$4,000	
- Acquisitions (props)	:	\$5,000	
- Promotion	:	\$5,000	
- Operating Expen.	:	\$5,000	
- Insurance	:	\$1,000	
- Misc.	:	\$10,000	
			<u>\$40,000</u>
			<u>\$153,000</u>

#### Income:

1. Cambodia Week (April 2001)			
- New Choreography	:	\$8,000 (NEFA & Massachusetts Cultural Council)	
- Educational grants	:	\$25,000 (Lila Wallace)	
- At-risk youth grants	:	\$25,000 (Parker)	
		\$22,000 (Massachusetts Cultural Council)	
2. Parker	:	\$10,000 (\$10,000 of \$30,000 for lease)	
3. Performances	:	\$75,000 (30 performances @ \$2,500/ each)	
4. Lowell Schools	:	\$2,000 (in-school programs)	
5. Other	:	\$8,000 (fund raising, ad book, instruction, other income)	
			<u>\$173,000</u>

#### Summary of 1999 grants:

1. Parker	:	\$30,000 (three years of lease)	
2. Parker	:	\$25,000 (Cambodia Week 2001)	
3. Lila Wallace	:	\$25,000 (Cambodia Week 2001)	
4. NEFA	:	\$4,000 (Cambodia Week 2001)	
5. Massachusetts Cultural Council	:	\$26,000 (Cambodia Week 2001)	
			<u>\$100,000</u>

<sup>15</sup> According to Martin Cohen at Dance USA, a typical full time salary for a dancer is \$20,000/yr.

## C.2. YEAR 2001

### Expenses:

- Exec. Director/ dancer	:	\$40,000	(\$30,000 + \$10,000 benefits)
- Artistic Director/ dancer	:	\$36,000	(Pousitha, full-time)
- Troupe Coordinator/ dancer	:	\$15,000	(Tim, half-time)
- Dance/ Music Instructor	:	\$15,000	(e.g., Soy Soeur, half-time)
- Dance/ Music instructor	:	\$15,000	(half-time)
- Dance/ Music instructor	:	\$15,000	(half-time)
- Master residencies	:	\$15,000	(3 masters @ \$5,000/ 3 months)
		<u>                </u>	<u>\$151,000</u>

- Space	:	\$10,000	
- Transportation	:	\$4,000	
- Acquisitions (props)	:	\$5,000	
- Promotion	:	\$5,000	
- Operating Expen.	:	\$5,000	
- Insurance	:	\$1,000	
- Misc.	:	\$14,000	
		<u>                </u>	<u>\$44,000</u>
		<u>                </u>	<u>\$195,000</u>

### Income:

1. Cambodia Week (April 2001)			
- New Choreography	:	\$12,000 (NEFA & Massachusetts Cultural Council)	
- Educational grants	:	\$35,000 (Lila Wallace)	
- At-risk youth grants	:	\$35,000 (Parker)	
		<u>                </u>	<u>\$22,000 (Massachusetts Cultural Council)</u>
2. Parker	:	\$10,000 (\$10,000 of \$30,000 for lease)	
3. Performances	:	\$75,000 (30 performances @ \$2,500/ each)	
4. Lowell Schools	:	\$5,000 (in-school programs)	
5. Other	:	\$8,000 (fund raising, ad book, instruction, other income)	
		<u>                </u>	<u>\$202,000</u>

### Summary of 1999 grants:

1. Parker	:	\$35,000	
2. Lila Wallace	:	\$35,000	
3. NEFA	:	\$6,000	
4. Massachusetts Cultural Council	:	\$28,000	
		<u>                </u>	<u>\$104,000 for Cambodia Week (April 2002)</u>